

## TRANSMITTAL SLIP

DATE

7 July 1978

TO: [REDACTED] /RS/OP

ROOM NO.  
1006

Ames

## REMARKS:

Mary:

Attached is the material we distributed today to our DDA SSP panel members for discussion on 14 July. (I doubt we'll get to all of it.) I've also attached for your info the DRAFT criteria which we discussed at our initial meeting which we are in the process of revising.

We look forward to seeing you on the 14th. Thanks. [REDACTED]

## FROM:

Executive Secy, DDA SSP

ROOM NO.  
7D-10BUILDING  
Hqs.FORM NO. 241  
1 FEB 55REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

## TRANSMITTAL SLIP

DATE

26 June 1978

TO: [REDACTED]

ROOM NO.  
1006BUILDING  
Ames Building

## REMARKS:

## FROM:

ROOM NO.

BUILDING

FORM NO. 241  
1 FEB 55REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

UNCLASSIFIED

CONFIDENTIAL

SECRET

# OFFICIAL ROUTING SLIP

| TO | NAME AND ADDRESS | DATE | INITIALS |
|----|------------------|------|----------|
| 1  | <i>Frank</i>     |      |          |
| 2  |                  |      |          |
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| <input type="checkbox"/> | ACTION      | <input type="checkbox"/> | DIRECT REPLY | <input type="checkbox"/> | PREPARE REPLY  |
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| <input type="checkbox"/> | COMMENT     | <input type="checkbox"/> | FILE         | <input type="checkbox"/> | RETURN         |
| <input type="checkbox"/> | CONCURRENCE | <input type="checkbox"/> | INFORMATION  | <input type="checkbox"/> | SIGNATURE      |

## Remarks:

*fd like to discuss the  
with you — covered per  
basis for our further  
guidance for these  
script dev. panels. —B*

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

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23 June 1978

MEMORANDUM FOR: 

FROM:

SUBJECT : DDA Senior Secretarial Panel (U)

Mary:

1. (U) Attached is a copy of the Minutes of the first official meeting of the DDA Senior Secretarial Panel. I would appreciate any thoughts or comments you have concerning the many questions that still bother us. If you have no objections and have the time, it might be helpful to have you join us for our, as yet unscheduled, second meeting.

2. (U) Jean has received calls from some of our sub-groups expressing the concern stated by senior secretaries. Some of our ideas as outlined in the Minutes might create confusion until we have firm answers. These particular Minutes are only being distributed to members of the panel, Mike Malanick and you.

Attachment

 25X1

25X1

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EYES ONLY

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MINUTES

DDA SENIOR SECRETARIAL PANEL (SSP)

Wednesday, 31 May 1978, 1000 hours  
DDA Conference Room

Present: [redacted] (CMO/DDA).....Chairman (Voting Member)  
[redacted].....Voting Member  
[redacted].....Voting Member  
[redacted].....Voting Member  
(OS).....Voting Member  
[redacted].....Advisor  
(Administrative Coordinator).....Executive Secretary

[redacted] opened the meeting by stating there were many unanswered questions with regard to this new panel but introduced some of his own suggestions the Panel may want to think about: (1) The Panel may want to break up into groups and each member talk to seven or eight of the respective supervisors of the senior secretaries and obtain current information on them. (There are 44 senior secretaries in the Directorate, GS-08 and above.) (2) We may want to have a "Meet your Panel" session to ask questions; and (3) We may want to have "an individual session" whereby each senior secretary would meet with the Panel and chat with them. These are merely suggestions [redacted] presented 25X1 to the group for thought.

Some of the issues discussed at today's meeting and answers--to the best of our knowledge at this point--are:

Does selection mean promotion?

The Panel will recommend for promotion. If someone is selected for a senior secretarial position and meets the criteria for promotion they would compete for promotion. If, however, performance is not satisfactory, there would not be a guarantee of promotion, and indeed, the secretary may be reassigned from the position.

Will the Panel identify low 3 percent?

The Panel will identify the low 3 percent.

Is the material stated in the DRAFT criteria standard material that is going to be used in the evaluations?

Discussion ensued on this point as it was understood that the DDO only uses the record in their rankings. [redacted] stated there has been a Performance Evaluation Task Force involved in attempting to improve the fitness report and one of the points in their recommendations is there will be no contact with the supervisor and the individual will be ranked strictly on the record.

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EYES ONLY  
-2-

Suggestion was made if discussion is held with supervisor that the supervisor will not state anything behind the back of the employee that will adversely affect his career. Suggestion was also made that we may want to go to the past two supervisors in case there is a negative remark made on the part of just one supervisor, although this may be too burdensome a task for the Panel.

Will Panel representatives serve as counselors to senior secretaries?

This question has been discussed with the Office of Personnel and we have not as yet received a definitive answer. By 15 May 1978 we had to simply take steps to establish a Directorate senior secretarial panel: this could lead to a new Directorate-level career service to administer the career management of these senior secretaries. This may even mean a Career Management Officer (CMO) for the senior secretaries. Such central direction under the present system could by-pass the Director and the Deputy Director of an office with regard to career management of their senior secretaries.

Although the original Carlucci memorandum stipulated certain thinking, it was left to our judgment as to how much flexibility we have. The Office of Personnel has stated that by 1 October 1978 there will be implementation for all new systems.

Is the intent of this group to surface the three best candidates and the office make the decision on a selection?

Yes, the Panel would present the three best candidates to the official concerned and he would make a selection from those three.

Would a vacancy notice be tied into this?

A vacancy notice would not tied into this system. We are going to select the best qualified secretaries for a particular job. With a vacancy notice system, we may get only those candidates who are unhappy or not doing a good job. ???

What about lateral movement?

A vacancy notice may be circulated to other GS-09's first to elicit their interest for a GS-09 vacancy. *how would they develop their top GS-08's*

What about the feasibility of sending a questionnaire to each senior secretary for their completion on an annual basis?

It was suggested that in lieu of a questionnaire the summary statement of the Career Preference Outline address the question of a lateral transfer.

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What about a senior secretary who is overseas and another position opens up at Headquarters, does that individual not get promoted for that two-year tour?

This is a difficult situation and the individual may indeed not be promoted while serving overseas as we must be careful in transferring people between Headquarters and overseas prior to the conclusion of tours. It was suggested that if the system is to be dynamic, the secretary may have to be PRA'd, and we could have a morale problem if the PRA mechanism is not used. The Chairman felt it would be difficult to have a PRA situation with such a small number of employees. When the Panel makes a decision to assign a person to a position with headroom, it is implying a commitment to promote that person, and is confirming to the supervisor that indeed the best person for the job is being assigned.

What happens if we present the top three candidates to an office and the first two candidates are overseas and the third one is from the immediate office, does the official have the right to select the third person? ✓

Yes.

What about senior secretaries who are not qualified in shorthand?

The Panel determined that each job vacancy will be considered on its own particular requirements. There are many supervisors who do not dictate but whose secretaries have shorthand capability. One problem is that a supervisor may not dictate but his successor may, and require a secretary with shorthand capability. The Panel was reminded that there are also some secretaries who take shorthand but who are not Agency qualified!

If there is not a job description for a particular senior secretarial job to be filled, the official concerned will indicate to the Panel the requirements of the senior secretary to fill the vacancy.

To whom can senior secretaries go to address their questions about the DDA SSP?

They may go to the DDA Clerical Coordinator who is the Executive Secretary of the SSP.

The Chairman then addressed the following questions:

1. What if the three best qualified are not interested in the vacancy?

Once the employee has completed the Career Preference Outline, the Panel should know her interests. If they don't want a particular vacancy because of its location, we will have to note this and it could be detrimental to their ranking.

2. Do we then go down the list to the next one, etc., to see who is interested?

This is merely a continuation of Question 1. No firm answer was made.

3. What about GS-08 vacancies? Will officers go to the SSP first to make a selection; if so, what happens with GS-07's who may never get a chance for a GS-08 vacancy?

*- See GS-09 + lateral movement - same issue*

This is a question we will have to think about with regard to GS-07's. We may ask sub-groups to give us one to three top GS-07's to fill GS-08 vacancies.

4. What about secretaries who are at the GS-08 level and are not qualified in shorthand? Will they be penalized in the rankings?

This question has not yet been decided. Consensus seems to be if the job doesn't require shorthand, they will not be penalized, but this factor will be taken into consideration; if shorthand is required for a particular job, it will be reflected in the ranking. However, if we rank for promotion, we will be hard-pressed to promote if the individual is not qualified in shorthand. Again, this is a point we will have to think about and discuss further.

5. What about secretaries with geographic location and overtime restrictions? Should they be penalized in the rankings?

If they are to compete for a senior secretarial position, geographic location and overtime restrictions are factors that will be taken into consideration.

6. What if there is a senior GS-11 vacancy in the Agency, will the senior official "tap" all Career Services to pick the "top" GS-10/11 applicants?

We do not know the answer to this question at this point as to whether the official will go "across directorate lines" in making his selection.

An EYES ONLY listing of DDA Senior Secretaries, GS-08 and above was distributed to each Panel member along with a breakdown by office of how many senior secretaries there are in the Directorate.

In the initial DDA notice, we indicated a tour of two years for Panel members. The Chairman stated that for the first year or two, we should have the same panel for continuity and to establish procedures.

The DRAFT criteria also states we should rank once a year; the Chairman felt we will probably have to evaluate, rank and recommend for promotion twice a year. Depending on vacancies, we may have to have a short meeting every few weeks. The first ranking will probably occur no later than October, based on fitness reports done in the next few months. (It was noted, however, that the fitness report format and schedule are also being revised.)

Under the proposed system, we will have 150 days to promote after the fitness report period.

It was agreed that once the criteria is firmly established, it should be distributed to each senior secretary.

The Panel agreed to submit their recommendations or changes of the DRAFT criteria to the Executive Secretary.

A suggestion was made that supervisors be reminded of the importance of accurate fitness reports. [redacted] stated he would mention this at a Morning Meeting.

Meeting adjourned at 1110 hours.

[redacted]

25X1

Executive Secretary  
DDA Senior Secretarial Panel

CMO/DDA [redacted] pao (23 June 1978)

Distribution:

1 - Mr. Malanick  
1 [redacted] mber  
1 [redacted] ber  
1 [redacted] ember  
1 [redacted] ber  
1 ES/DDA/SSP  
1 /Review Staff/OP